

# Housing Management Bulletin



No. 4

MANAGEMENT DIVISION  
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

July-August, 1944

## MANAGEMENT DIVISION WORK PROGRAM

Under the able leadership of Chairman Lawrence M. Cox, the Executive Council of the Management Division in the short period of time between the close of the Division's Fifth Annual Meeting on May 5 and the end of June, has not only reviewed the basic policies and purposes of the Division as they have evolved in the past five years, but has prepared and approved a work program for the current year.

A special Committee on Program and Status of the Management Division, chaired by Miss Elizabeth Wood, Executive Secretary of the Chicago Housing Authority, was appointed by NAHO President Holtzendorff on the recommendation of the Board of Governors at its June 5-6 meeting, and met with the Council in Washington late in June. The report of this Committee, which follows, was accepted by the Board at its July 15 meeting. Serving on the Committee with Miss Wood were: Paul Allen, Housing Manager, Housing Authority of the City of Wilmington (North Carolina); Ervin W. Blum, Executive Director, Housing Authority of the City of Houston; Lawrence M. Cox, Executive Director, Housing Authority of the City of Norfolk; John T. Egan, Assistant Commissioner for Project Management, Federal Public Housing Authority; John MacGathan, Executive Director, Housing Authority of the City of Schenectady.

### Report on Division's Program and Status

"1. The Committee on Program and Status of the Management Division of NAHO and the Executive Council of the Management Division of NAHO were unanimous in their recognition that the interests of the Management Division and the interests of the Association as a whole were identical, and that if there were an artificial separation there would be inevitably complications and duplication of work.

"2. The Committee and the Executive Council were unanimous in recognizing that due to a number of causes not necessary to recount, too small a part of the NAHO program and activi-

ties has been concerned with the specific problems of management, and that as a result there exists at the present time a large degree of dissatisfaction among members of the Management Division.

"3. The Committee and the Executive Council were unanimous in recognizing the great potential importance to the National Association and to the achievement of its objectives that is represented in the large number of persons at present employed in the management activities of public housing.

"4. It is the opinion of the Committee that the best interests of the Association, either in stabilizing or in increasing the present management membership, would not best be served by the immediate abolition of the Management Division. However, the Committee is of the opinion that in due time it may be desirable to bring about the integration of the Division with the Association as a whole. It is the opinion of the Committee further, that this should not take place until provision is made for fair representation on the Board of Governors of persons employed in management. The Committee feels that such integration should be effected only by vote at meetings of the members of the Management Division and of the members of the Association.

"5. The Committee is of the opinion that it is of the utmost importance to the interests of the Association that the work program prepared by the Executive Council of the Management Division be launched immediately, utilizing the full time of Mr. Ellis Ash, the Executive Secretary of the Division, and furthermore, that there be adequate membership of persons engaged in management on all the committees of the Association."

### 1944-45 Work Program

Simultaneously with the preparation of the above statement by the special Committee, the Executive Council prepared a work program for

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the current year. The details of the program grow out of the following statement of "general purpose" for the Division's 1944-45 year: the provision of ways and means of best serving the present and potential membership of NAHO interested in management as reflected in the broad fields of (a) administration; (b) operation and maintenance; (c) rental management; and (d) social aspects of management.

The program is to be closely integrated with the overall program of NAHO in order to insure both effective representation of management interests and timely attention to management problems in all discussions of basic housing policy. Comment on the objectives defined below is solicited from all members of the Management Division.

#### Local Participation

**OBJECTIVE** - The development of increased local participation to serve professional interests properly through the medium of discussion groups which would permit the exchange of experiences in the localities.

#### Field and Research Service

**OBJECTIVE** - The development of a field and research service which will meet the needs of individual membership requests and provide continuous assistance in the improvement of administrative practice on problems of general interest to management personnel.

#### Dissemination of Information

**OBJECTIVE** - Increased dissemination of information to management membership, with particular attention given to: (a) the stimulation

#### DORMITORY HOUSEKEEPING CONFERENCE

The first housekeepers' conference ever held in any Federal Public Housing Authority region is scheduled for August 9 and 10 in Boston. It has been called jointly by FPFA's central office and FPFA's Region I for the purpose of obtaining the experiences of dormitory housekeepers on the best methods of performing various housekeeping functions.

Since the central office realizes that all regions require information on efficient methods of dormitory housekeeping in order to reduce operating costs and also maintain acceptable tenant livability standards, the findings of the Boston conference are to be evaluated and sent to the other regions.

of individual membership participation in reporting management experiences to the NAHO staff for review and general distribution; (b) the further utilization of fixed and available channels for distribution, such as FPFA and other housing agencies; (c) the further analysis, preparation, and distribution of the general by-product of management research (relates to item 2 above); (d) the anticipation and analysis of revised housing agency policies affecting the needs and interests of management personnel.

#### Employment Service

**OBJECTIVE** - The development, as part of staff activity, of an employment service or exchange for the use of management membership.

#### Liaison with Housing Agencies

**OBJECTIVE** - The establishment of machinery for reviewing proposed revisions or suggesting revisions to housing agencies relating to management operations affecting policies, standards, and procedures.

#### Training

**OBJECTIVE** - The further encouragement and development of professional management training mediums with emphasis on administrative management.

#### Paging All Members

The success of the above work program will depend upon the degree of participation which the Division's membership is willing to assume in carrying it forward. The Chairman and Executive Secretary of the Division are currently engaged in developing the methods proposed by the Council for meeting the general objectives outlined above and these methods will be reviewed for the membership at large in detail in the near future. Committee assignments are being made with the idea of securing active representation of all management interests.

The highest peak of management activity which we have experienced in this country since the public low-rent and war housing programs were begun is now upon us. Never before was there such a crucial necessity for an exchange of experiences and for general improvement of administrative management practices among operating officials. The challenge can be met only if management personnel throughout the country can be encouraged to acknowledge and discharge individual responsibilities for keeping one another informed of either the problems they are meeting or the progress they are achieving.



## New Division Members

Adolphus, James C. - Housing Manager, Beaumont (Texas)

Albertson, A. F. - Auditor, Housing Authority of the City of Vancouver (Washington)

Anshen, Robert - Technical Director, Housing Authority of the City of Vallejo (California)

Ballow, Hattie C. - Project Services Adviser, Region VIII, Federal Public Housing Authority, Fort Worth

Barnett, Gill A. - Housing Manager, Big Springs (Texas)

Beaman, Nathaniel Jr. - Chief Accountant, Housing Authority of the City of Norfolk (Virginia)

Bennett, William - Maintenance Shop Foreman, Housing Authority of the City of Vallejo (California)

Boyle, James J. - Staff, New York City Housing Authority

Braseltan, Porter R. - Housing Manager, Killeen (Texas)

Brueck, Karl C. - Executive Director, Housing Authority of the County of San Joaquin (California)

Charles, Barbara - Supervisor of Inter-service Training, Housing Authority of the City of Vallejo (California)

Clark, William H. E. - Housing Manager, Walnut Ridge Homes and Ambridge Trailer Project, Ellwood City (Pennsylvania)

Corbin, Richard C. - Housing Manager, Swiftex Village, Bastrop (Texas)

Cotton, Maurice L. - Housing Manager, Hillcrest Courts, Norman (Oklahoma)

Culbreth, James E. - Housing Manager, Federal Public Housing Authority, Norfolk (Virginia)

Daley, Charles - Chairman, Housing Authority of the City of Vallejo (California)

Davidson, John - Property Control Officer and Purchasing Agent, Housing Authority of the City of Vallejo (California)

Driscoll, Henry - Area Management Director, Housing Authority of the City of Vallejo (California)

Dyer, Thomas A. - Executive Director, Housing Authority of the City of Tampa (Florida)

Fowler, Joseph A. - Executive Director and Secretary, Memphis Housing Authority

Frazee, William E. - Maintenance Superintendent, Decatur Housing Authority (Illinois)

Gifford, Earl W. - Maintenance Engineer, Administrative and Supervisory, Federal Public Housing Authority, Norwayne (Michigan)

Goforth, Marguerite - Assistant Manager, Sunnydale Development, San Francisco

Guy, George - Resident Manager, Nashville Housing Authority (Tennessee)

Falls, Henry A. - Housing Management Adviser, Region II, Federal Public Housing Authority, New York

Helms, Roger - Manager, Nesbitt Courts, Wilmington (North Carolina)

Hicks, Eva - Housing Manager, Housing Authority of the City of Vallejo (California)

Houston, Bernice D. - Secretary and Senior Assistant to Executive Director, Housing Authority of the City of Vallejo (California)

Hull, Margaret - Manager, Euclid Homes, Cleveland

Kane, Edward M. - Housing Management Adviser, Region II, Federal Public Housing Authority, New York

Kenner, Phyllis R. - Housing Management Assistant, Region II, Federal Public Housing Authority, New York

King, Charles H. - Housing Manager, Federal Public Housing Authority, Port Arthur (Texas)

Kohler, Joseph J. - Area Supervisor Management Function, Region II, Federal Public Housing Authority, New York

Krueger, Paul F. - Chief, Rental and Occupancy Section, Management Standards Division, Federal Public Housing Authority, Washington, D. C.

Lawrence, Fred I. - Executive Director, Housing Authority of the County of Santa Barbara (California)

## NET ANNUAL INCOME REPORT OF DIVISION'S COMMITTEE ON RENT POLICY

The following pertinent excerpts from the Report of the Committee on Rent Policy submitted by Chairman George Schermer to the Executive Council of the Management Division at this year's Annual Meeting relate to the definition of net annual income for public housing purposes. In view of the increasing importance of securing a simple and uniform definition of net income, the conclusions of the Committee to date should be of particular interest to management personnel. The report first sets up the principle on which net income should be computed; then defines net income; and then recommends procedures for putting the definition to work,

### Principle

"The FPFA should limit itself to defining policy in terms of principle only. Individual applications and interpretations should be made at the local level and under local responsibility. It is believed that the concept of having local boards or commissions administer the housing program is a sound one. Local boards must be depended upon for administration of policy in any event. If it is clearly understood in the local community that the local commission is fully responsible for the definition of income within the limits of a broad national policy, then local opinion and pressure will soon evolve a set of limitations that are reasonably sound and acceptable to the community. If the definitions seem to be very far off base, it is believed that the same constructive forces that fostered a local housing program in the first place will also exert the force necessary to correct any mal-administration.

### Definition

"The following is recommended as a simple and adequate definition for general application throughout the country:

Net annual income is the total dollar value that is expected to accrue regularly to the tenant's family during a twelve month period for defrayment of living expenses, or for savings.

### Method

"The following is suggested as a method which might be used by any local authority. It should not be made mandatory, but should be used as an example to local authorities if they are unable to arrive at a method for themselves.

"Compute the aggregate value accruing to the family by ascertaining the total of all receipts received by the family in a 12-month period, including salaries, wages, fees, income from property, stocks, bonds, annuities, pensions, welfare aid, military service allotments, and all receipts in kind. Do not include casual gifts, special bonuses, insurance settlements, or other windfalls. Include all other receipts of all persons living in the dwelling.

"Deduct that portion of the receipts which is not available to the members of the family for defrayment of living expenses, which does not add to their capital worth, and



which is an extraordinary cost necessary to earning or receiving income. For example:

"Business or trade expense, such as auto expense incurred on the job, or the purchase of tools which must be supplied by the worker for which there is no reimbursement, and extraordinary travel expense, not usually incurred by workers in the area.

"Household or child care expense which is necessary to permit the only wage earner to work, or to permit supplementation of earnings to a reasonable standard of living (such standard may be the local welfare standards, or other acceptable local standard, not exceeding the maximum for continued occupancy).

"Support for other members of the family not in the home for which there is a legal or moral responsibility, for example - alimony or institutional care. Deductions for such support should be limited in amount to a reasonable welfare standard."

## UNITED STATES DISTRICT COURT UPHOLDS RIGHT TO REQUIRE SECURITY DEPOSITS

The right of a housing authority to require security deposits was upheld last year by a United States District Court in a case brought by the Office of Price Administration against a private housing development in Norfolk (Virginia). OPA charged a violation of the Emergency Price Control Act in requiring such deposits. The counsel of the Housing Authority of the City of Norfolk, Mr. A. H. Foreman, participated in the case as amicus curiae and his statement to the Authority's Executive Director, Mr. Lawrence M. Cox, after the Court's decision was rendered, is quoted below.

### History of the Case

"I beg to advise on June 30th Honorable Luther B. Way, Judge of the U. S. District Court for the Eastern District of Virginia, heard arguments on the merits of the complaint of Prentiss M. Brown, Price Administrator, Office of Price Administration vs. Bay View Manor Homes, Incorporated, Norfolk, Virginia. In this complaint, the plaintiff charged that the lease requiring the tenant to deposit \$47.50 as security for the full and faithful performance by the tenant of all of the terms and conditions on tenant's part to be performed, which sum shall be repaid to the tenant at the expiration of the demised terms, provided the tenant has fully and faithfully carried out all the terms, covenants and conditions on the tenant's part to be performed, is in violation of Maximum Rent Regulation No. 19 and the Emergency Price Control Act of 1942.

"The complainant prayed that the court enjoin the defendant, its agents and all persons in concert with the defendant from enforcing or attempting to enforce the said provision of said lease.

### The Authority's Argument

"I appeared on behalf of the Housing Authority of the City of Norfolk and was heard by the court as amicus curiae.

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Lee, Cornelia V. - Management Project Services Adviser, Federal Public Housing Authority, Bastrop (Texas)  
Long, Elizabeth - Staff, Housing Authority of the City of Columbus (Georgia)  
Meagher, Ellen - Senior Assistant, Department of Public Services, Housing Authority of the City of Vallejo (California)  
O'Connor, Margaret - Assistant Manager, Holly Park, Seattle  
Paddleford, Bess - Community Activities, Project Services, Federal Public Housing Authority (Texas)  
Peery, W. K. - Executive Director, Housing Authority of the City of Vancouver (Washington)  
Phillipsborn, Renate - Senior Administrative Assistant, Housing Authority of the City of Vallejo (California)  
Plumb, Mary - Staff, Housing Authority of the City of Vallejo (California)  
Porter, Carl - Staff, Housing Authority of the City of Vallejo (California)  
Price, Angus A. - Staff, Housing Authority of the City of Vallejo (California)  
Price, George W. Jr. - Assistant Executive Director, Housing Authority of the City of Vallejo (California)  
Price, Herbert - Staff, Housing Authority of the City of Vallejo (California)  
Quinney, A. M. - Supervisor of Maintenance, Housing Authority of Columbus (Georgia)  
Ragon, Ben B. - Housing Manager, Pierre Chouteau Courts, Federal Public Housing Authority, Pryor (Oklahoma)  
Rafkind, Israel - Chief, Management Budget Section, Federal Public Housing Authority, Washington, D. C.  
Randall, Petronella - Staff, Housing Authority of the City of Vallejo (California)  
Ratchford, F. S. - Assistant Executive Director, Housing Authority of the City of Vancouver (Washington)  
Reprogle, Dorothy - Social Service Consultant, Housing Authority of the City of Vallejo (California)  
Rollow, Ora Belle - Project Services Adviser, Region VIII, Federal Public Housing Authority, Fort Worth  
Rutherford, Margaret J. - National Housing Agency, Inservice Intern with National Institute of Public Affairs, Washington, D. C.  
Schlarb, John Jr. - Executive Director, Housing Authority of the City of Tacoma (Washington)  
Senechal, Fred - Staff, Housing Authority of the City of Vancouver (Washington)  
Shields, Marie - Staff, Housing Authority of the City of Vallejo (California)  
Short, Elizabeth F. - Administrative Assistant, Central Office, Legal Department, Personnel and Training, Housing Authority of the City of Tacoma (Washington)  
Shumaker, Ray - Staff, Housing Authority of the City of Vallejo (California)  
Skaer, Harry - Staff, Housing Authority of the City of Vallejo (California)  
Spear, Mary J. - Assistant Manager, Candlestick Cove War Dwellings, Housing Authority of the City and County of San Francisco  
Stevens, George W. - Manager, Candlestick Cove War Dwellings, Housing Authority of the City and County of San Francisco  
Stewart, Felice - Staff, Housing Authority of the City of Vallejo (California)  
Strong, William - Staff, Housing Authority of the City of Vallejo (California)  
Stubbsfield, James - Staff, Housing Authority of the City of Vallejo (California)  
Taylor, Gustavus - Manager, Carver Homes, Inkster (Michigan)  
Thompson, Newton B. - Housing Manager, Federal Public Housing Authority, Old Ocean (Texas)  
Trager, Louis - Staff, Housing Authority of the City of Vallejo (California)  
Walter, James T. - Personnel Director, Housing Authority of the City of Vallejo (California)  
Weston, C. W. - Housing Manager, Port Neches (Texas)  
Woodside, Wesley - Staff, Housing Authority of the City of Vallejo (California)

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In the argument before the court, I emphasized that experience has shown that the requirement by the Housing Authority of the City of Norfolk of security deposits by the tenant has saved it considerable sums of money by applying these security deposits to rent, to utility bills and other charges lawfully due by tenants when they moved from the projects, and especially when they leave immediately for distant points from Norfolk. I also emphasized that experience has shown that these security deposits have a deterrent effect in preventing the tenants from abusing and damaging the various properties, ordinary wear and tear excepted, and the elimination of this requirement would increase the abuse and damage to the properties above the ordinary wear and tear. Therefore, the elimination of these security deposits would increase the operating costs of the various properties above the amounts taken in consideration in the fixing of rents and the adoption of the plan for the amortization of debts and service schedules.

"I further argued that the Housing Authority of the City of Norfolk did not nor does it consider this security deposit as additional rent or in violation of Maximum Rent Regulation No. 19 and the Emergency Price Control Act of 1942.

"Judge Way, in rendering his decision . . . concluded with the following statement: 'Under all the circumstances the Court concludes that the requirement is reasonable so long as it is employed for the specific purpose of obtaining security against the wilful acts, negligence, or carelessness of the tenant and against loss resulting from the violation of his covenant to leave the property in the condition in which he leased it, ordinary wear and tear excepted.

"The restraining order and injunction order will be refused."

## PITTSBURGH'S SUCCESSFUL ADULT HOME ECONOMICS PROGRAM

Special Federal-State Funds Pay Teacher

Early this year, the Housing Authority of the City of Pittsburgh added its name to the surprisingly small list of housing agencies throughout the country that have availed themselves of the special federal-state financing program for community educational and recreational activities made possible under the Smith-Hughes and George-Deen acts (see Housing Management Bulletin, March 20, 1943, page 10). In January, the Authority instituted an Adult Home Economics program using a teacher paid from Smith Hughes funds. From January to April, the program grew to more than ten times its original enrollment -- in fact, grew so rapidly that an official report made in April states: "It is hard to report progress of this group as it is so rapid and so varied as to product."

### Board of Education Cooperation Required

As is required in programs using these special federal-state funds, the Pittsburgh Authority's Adult Home Economics classes are run jointly by the local Board of Education and the Authority. The Pittsburgh program got its start through a special Victory Planning Program that the Board of Educa-

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White, Ule - Housing Manager, Lake Forest Project, Housing Authority of the City of Wilmington (North Carolina)  
Williams, Allan C. - Housing Specialist, Region VI, Office of the Administrator, National Housing Agency, Chicago  
Worley, Elizabeth E. - Federal Public Housing Authority, Orange (Texas)  
Young, Vernon - Staff, Housing Authority of the City of Vallejo (California)

## THE MASTHEAD

### Finance and Accounts

Most housing pictures feature tenants enjoying their homes or the community's recreational facilities -- or they feature the buildings themselves. Seldom pictured are such behind-the-scenes operations as shown in the masthead for this Bulletin -- the Finance and Accounts Division of the Philadelphia Housing Authority hard at work posting ledgers, checking invoices, balancing budgets.

In this office are handled the funding of the Authority's eight projects; the keeping of the Authority's general books; the preparation of all the Authority's financial reports -- payrolls -- accounts payable vouchers -- journal vouchers -- checks -- purchase orders --

### Centralized Operations

In the Division are centralized many individual project accounting procedures. The project offices collect all rent payments, post tenants' ledgers, prepare deposits. An armored car service takes the cash to the bank for deposit, where a duplicate copy of the deposit ticket is receipted and sent to the central office. The central office also receives daily from the projects a Statement of Operations, which indicates all charges and credits, and a proof of the posting of tenants' ledger cards for the day.

At the end of each month, the projects also send the central office a statement of prepaid accounts, accounts receivable, delinquent accounts, vacancies, and all other data which are necessary in the closing of accounts monthly. The project offices also are responsible for distribution of labor costs, sending records to the central office semi-monthly.

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Purchasing is also done in the Finance and Accounts Division through a Purchasing Agent. Project offices prepare requisitions and forward them to the central office. The Purchasing Agent is responsible for and has the authority to approve all purchases which are within budget limitations. If a request for an item is not within budget limitations, the Purchasing Agent refers it to the Comptroller for final decision.

The Comptroller is the head of the Finance and Accounts Division and no changes in project accounting procedures can be made without authority from him in writing.

## NOTES ON FLOOR CARE

Continuation of the material by Robert C. Brown of the A and M College of Texas begun in the May 22, 1944 issue of the Housing Management Bulletin

### Sealing

Sealing floors hardens the fibers of the floor material.

1 Floors should be cleaned thoroughly and dried before seal coats are applied.

2 There is much difference between a penetrating seal and a penetrating finish: (a) a seal penetrates the surface of the floor material and leaves no surface gloss; (b) a finish penetrates the surface of the floor material and also leaves a surface gloss.

3 Neither seal nor finish is good without a protective coat of wax except in the case of the gymnasium floor. This wax protective coat prevents traffic from wearing away the seal or finish.

4 Where varnish, floor seal, and finishes are to be used, the new floor should be filled with a good hard drying liquid or paste filler.

5 Be careful what filler or finish preparations are used on linoleum or asphalt as oily substances cause it to buckle and disintegrate. To be continued

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tion's Home Economics Department was conducting throughout the city. The principal of a local school attended a Housing Authority management staff meeting and discussed the possibilities of having Authority residents participate in the home economics classes being organized in various evening schools throughout the city or of having classes for residents at locations within the Authority's own communities.

A committee on which three representatives of the Authority's management staff sat with the school principal and with the Senior Supervisor of Home Economics for the local Board of Education took up the problem following the meeting and evolved the program which is now operating so successfully.

### Informality Keynote of Program

The keynote of these discussions was that any new program should steer away from the formal lectures and demonstrations which had characterized previous Authority home economics courses for project women. As it now operates, the classes are highly informal, with each woman working on a problem specific to her own needs. Some of them make over hats; some of them restyle furniture; some of them make coats out of their husbands' old suits; some of them knit baby clothes; some of them crochet dish cloths; some of them struggle with the question: "What shall we have for dinner?"

An outline of the program, made by the Authority in June, does a good job of sketching the story of a "succeeding program where others have failed," and is quoted below. Jean C. Cutler, the Housing Authority's Homemaking Consultant, who supervises the program for the Authority, says of it: "After five months, the interest of the students, most of whom are residents of Terrace Village, is increasing rapidly while, with the past efforts, interest has lagged and attendance dropped after a month or two so that it was not worth while to continue classes."

### An Outline of the Program

I -- Plans developed cooperatively by principal of high school, Senior Supervisor of Home Economics for the Board of Education, and Management staff committee consisting of Acting Director of Management, Manager, and Homemaking Consultant.

A -- Teacher selected by Senior Supervisor after interview with committee members.

1 -- Teacher supervised by and responsible to Senior Supervisor.

2 -- Homemaking Consultant makes recommendations to both teacher and Home Economics Department. Homemaking Consultant acts for committee.

3 -- Teacher paid from Smith-Hughes funds.

B -- Equipment provided by Board of Education and Housing Authority of the City of Pittsburgh.



C -- Space, utilities, and services provided by the Housing Authority of the City of Pittsburgh

II -- Purpose of program is to promote better homes, healthier families and use of better homemaking methods by:

A -- Providing knowledge which will enable students to make the best and most prolonged use of materials on hand or economically available.

B -- Providing assistance in the attainment of skills.

C -- Stimulating a desire to use the skills and better methods.

III -- Essentials to the success of the program:

A -- A skillful understanding teacher, who has a broad practical knowledge which she imparts to others easily.

1 -- Personality is vital.

B -- The cooperation of the schools and Housing Authority representatives.

C -- Provision of space and equipment which is comparable to those which will be used in the home so that carry over is made easy for student.

D -- Methods of teaching:

1 -- Informal manner

2 -- Individual attention which need not consume much time

3 -- Sincere interest in individuals

4 -- Inspire confidence

5 -- Meet the need at the moment

IV -- Curriculum

A -- Clothing Conservation: renovation, construction, purchase, care

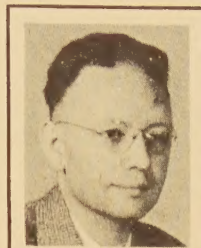
B -- Furniture, Household Equipment, and Home Accessories: renovation, construction, purchase, care and use

C -- Foods: purchase, preparation, preservation, conservation, uses, nutrition

D -- Child Care: proper care of children, parent-child relationships, subnormal situations, whole family relationships (all but the first of these are dealt with as needed by individuals and are not sought out -- handled only incident to some other circumstance)

E -- Health and Hygiene (also treated incidentally)

WE PRESENT . . .



EXECUTIVE  
COUNCILMAN  
JOHN  
SCHLARB, JR.

Elected as a two-year member of the Division's Executive Council at this year's Annual Meeting, Mr. Schlarb is a newcomer to the Council and its first representative from the Pacific Northwest.

Since early 1942 Mr. Schlarb has been the Executive Director of the Housing Authority of the City of Tacoma, which he was largely instrumental in establishing and which now administers some 3000 units of war housing in one of the country's hot-spots of war-time activity.

Mr. Schlarb is noted for his occasional caustic and satirical comments on our housing situation. But his consistent objectivity and sincerity of feeling are as famous as his "style." His reply to a request for some biographical references brought forth a response to which justice can be done only by direct quotation. Your Executive Secretary, having known John for many years, and having become partially trained, therefore, to bear the butt of his remarks, assumes responsibility for subjecting all of us to possible future verbal darts by quoting Mr. Schlarb as follows:

"Born in Tacoma in 1902 and returned here after assorted educational experiences resulting in the customary degrees at the usual three stages of that process. Lectured in sociology for seven years, was Director of Research for the Foundation for Social Research. Consultant to the State Department of Health and miscellaneous other quasi scientific, political, more or less honorary statuses. Got into housing accidentally as a professional public citizen, normally charged with the responsi-



bility of caring for all of the sick cat enterprises not rich or legitimate enough to secure better sponsors. Having been a reformer for fifteen years, I can't have learned very much as yet or I would certainly know better than to keep right on putting the fingers back in the wringer.

"Housing here began as a sick cat, its condition deteriorated abruptly after I took hold of it, owing to an unfortunate habit of talking when I should be listening, and is only now, after nearly four years, flattening out to a program with faint prospects of ultimate legitimacy. Ten more years of this and I expect to be able to address the local Kiwanis Club without getting into trouble."

## IN ENGLAND . . .

### WHEN COLLECTIONS ARE BAD, THEY GO TO VERSE

Management personnel charged with the responsibility of preserving perfect rent collection records, will find some solace in a little poem taken from the April 1944 issue of "Housing," the official journal of the Institute of Housing, Inc., in England.

Feeling very international at this stage of the game, we pass it on to you.

Mere N'Est Pas Chez Elle!

Hope springs eternal in the human breast  
And so collectors -- human as the rest --  
With perseverance worth a better cause  
Undauntedly continue knocking doors  
Of houses wherein mother never lives,  
If one believes the child who always gives  
The standard information - "MOM AIN'T IN!"

He'll tramp to houses with the longest paths,  
Where o'ergrown hedges give him gratis baths,  
To canopies designed by architects  
To drop cold water down collectors' necks,  
And there stand patient, with a hopeful heart,  
Alas! to hear that childish voice impart  
Once more the information - "MOM AIN'T IN!"

All things like snow and ice he will ignore  
While lesser men shall cry "Excelsior!"  
Unlike the man who at the Smithy stands,  
He blows his lukewarm breath through frozen hands,  
And mutely looks, expectant as before,  
Upon the child who stands within the door  
And tells once more the legend - "MOM AIN'T IN!"

## AN EFFECTIVE RENT COLLECTION PROCEDURE

Quoted below is a letter from H. R. Emory, Executive Director of the Housing Authority of the City of Wilmington (North Carolina) in reply to a request from Mr. Gordon Frye, Housing Manager of the Warren Metropolitan Housing Authority (Ohio), requesting information on the Wilmington Authority's procedure in collecting rent from tenants living in war housing projects.

Letters such as this, which include detailed answers to questions of housing management practice and which relate to timely topics, are excellent sources of material for the Bulletin. We urge the membership to send in copies of letters dealing with such subjects and commend Mr. Emory for giving time and attention to this particular matter, thus adding to the collective knowledge of the housing management profession.

### War Project Procedures

"In reply to your letter of June 10, the following is our procedure in collecting rent from tenants living in war housing projects.

"1. Rent is due and payable in advance on the first day of each calendar month.

"2. On the morning of the sixth day of the month, if the rent is still unpaid, the tenant is sent a notice advising that if his rent is not paid within 10 days, eviction proceedings will be instituted against him. On the same day, the utilities serving the tenant's dwelling are discontinued. (In the Wilmington area, the Rent Director for OPA requires the landlord to give the tenant at least 10 full days notice of intent to evict before eviction proceedings can actually be instituted.)

"3. If the rent is not paid by the 18th day of the month, eviction proceedings are instituted against the tenant and judgment secured. If at this time the tenant desires to pay his rent, he must also pay the cost of serving the eviction paper and in addition, a charge of \$1 for reconnecting the utilities serving his dwelling unit.

### Security Deposit Collected

"This authority has a policy of collecting a security deposit from all tenants at the time of initial occupancy. The required deposit roughly equals one half month's rent. This deposit is intended to insure the Authority against rent loss or damage to premises as a result of the tenant's occupancy. Although the deposit is insufficient in many cases to cover both rent loss and damage to premises on move-outs, still the psychological advantage of requiring a retainage fee definitely assists in rent collection.

"The managers of our Projects are trained to use every means at their disposal to collect rent. If a tenant is unable to pay his rent because of sickness or accident, our managers attempt to secure financial assistance from the war industry employing the tenant, and if failing in this, go to his fellow employees and ask them for subscriptions



to help tide the tenant over until he is able to return to work. Oftentimes the nature of the tenant's problem is such that neither his employer nor his fellow workmen are in position to assist him. In such cases, funds belonging to the Tenants' Association (secured from benefit dances and the like) are used to bring about relief. These funds not being available, we often find that a welfare agency may be in position to help, such as, the Red Cross, the USO (Travelers Aid), the United Seamen's Service, or the local welfare department of the County in which the tenant resides.

### Low-Rent Procedures Similar

"On our low-rent projects, the procedure for the collection of rents is approximately the same, except the managers of these projects approach the collection problem more from the social standpoint than the economic. We realize that the problem of collection from low income tenants must be handled differently than collection from employees of war industries living in War Housing. However, both types of tenants are required to pay their rent promptly.

"We have found that a most essential factor in the collection of rents is to know at all times the outstanding debit balance. This information is secured from projects by means of a daily report of project activity, which information is posted to a tenant's accounts receivable control ledger and maintained in the central accounting office. Four times monthly, or oftener, if required, an itemized statement for tenants having outstanding debit balance is submitted by each project manager to the central accounting office and the General Housing Manager. With detailed information of this nature available, the central office is enabled to follow the collection efforts of the project manager more intelligently and to assist the manager in making the collection, if necessary. Our managers know that the central office is watching their collection efforts closely and the result is that there is no procrastination on their part but rather continued effort to collect.

"Once each week we hold a meeting of all project managers and department heads and among the more important matters discussed at this meeting is the progress of rent collections. There exists between project managers a spirit of competition, each manager attempting to clear all of the debit balances on his project in advance of the other managers. A frank discussion of the ways and means of making unusually difficult collections is held, managers thereby benefitting from the experiences of their fellow managers.

### Three General Rules

"We feel that if we have found the answers to the rent collection problem, they are these:

"1. Educate tenants to the idea that rents must be paid promptly and in advance beginning at the time of initial occupancy and continuing throughout tenancy. It is no more of a hardship for a tenant to pay in advance than in arrears, and continual extensions prove to be more of a hardship to the tenant than a help. Rent must be paid sooner or later, why not sooner?

continued in column above

"2. Do everything possible to help the tenant to pay his rent, but insist under all circumstances that the rent be paid. If enough effort on the part of management is used, means can be found, regardless of reasons or circumstances, to work out the rent payment problems.

"3. Keep advised at all times of the status of tenants' accounts."

## WAR HOUSING VICTORY GARDENS

by G. D. Wilkins,

Assistant to Area Housing Manager  
Federal Public Housing Authority  
Wichita, Kansas

The 27,500 residents of the three war housing projects in the Wichita area now have a total of sixty acres of ground under cultivation in their Victory Garden program. Although the management of the Federal Public Housing Authority encourages the planting of victory gardens and assists the residents whenever the need arises, yet the program is exclusively a resident activity. The plotting, plowing, planting, cultivation, and financing are all handled by resident garden committees and the residents themselves.

### A Typical Case

The Victory Garden Program is operated in a similar manner on all three projects, of which the program at one of them, Hilltop Manor, is typical. The garden committee of Hilltop Manor made arrangements to lease forty acres directly south of the project for the sum of \$300 per year. The area was plowed at a cost of \$200 and then surveyed and divided into individual garden plots at a cost of \$60. The individual plots, 50' x 60' in size, were subleased for \$1.50 per plot to residents who wished to raise a victory garden. In order that the work might progress on schedule, the resident council advanced the necessary funds, with the understanding that it would be repaid out of the money obtained from the subleasing of the plots.

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Last year a Harvest Festival was held at Hilltop Manor as a climax to the victory garden program. Hundreds of residents displayed their canned vegetables and fruits and the Sedgwick County Home Demonstration Agent judged the exhibit and presented prizes. Again this year as a follow-up of the garden program, the resident garden committees plan to have a Harvest Festival.

## HOMEMAKING SUGGESTIONS

One of the most carefully prepared and valuable series of home-making suggestions for tenants to come to our attention has been received from the Housing Authority of the City of Vallejo - a series of pamphlets with the general title "Your Home." The quality of performance which the series reflects sets new standards in undertakings of this kind.

There are few tasks, perhaps, more difficult than the preparation of material designed to suggest to tenants ways and means for improving the livability of their dwellings, particularly when the dwellings are of temporary character. Frequently, also, when such suggestions are made, sound design principles are distorted and are made so complex that they are either actually harmful or are beyond the tenants' understanding. Such material must be both elementary and practical and, above all, must be geared to the actual living situations being experienced by the tenant.

### Series Meets All Objectives

This series attains all these objectives. It is proposed that a new pamphlet will be issued once each two months and, as explained in a preface to the series in the first pamphlet, signed by the Chairman of the Authority, Charles F. Daley, they "will contain information on the best use of space in the various types of apartments and houses, on selection and arrangement of furnishings, and advice on other problems of interior design."

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## GUEST EDITORIALS IN TENANT PAPER REFLECT GOOD COMMUNITY RELATIONS

Down in Mineral Wells, Texas, Elmhurst Park (a directly-operated development serving the needs of Camp Wolters -- Joseph R. Crumble, Manager) appears to have developed enviably satisfactory relations with the community in which it is located. The tenant newspaper, "Your Elmhurst Neighbor," has a policy of running guest editorials, two of which are quoted below to indicate the degree to which the project enjoys community acceptance. The first one was written by the Executive Secretary of the Mineral Wells Chamber of Commerce and the other by the Commander of Camp Wolters.

### The Chamber of Commerce Says . . .

Mr. Ernest Mimms of the Chamber of Commerce says: "When Camp Wolters came to Mineral Wells, the citizenship of the town realized that a big housing problem would confront them. Mineral Wells was a town of only 6,303 population but over a long period of years, it had been accustomed to housing thousands of visitors, since it is a nationally known health resort; however, even though it had hundreds of hotel rooms, apartments, rent houses, etc. resulting from its being a health resort, that was quite inadequate when Camp Wolters opened.

"Several hundred houses and apartments were erected by the citizenship as rapidly as was possible, but before sufficient housing had been arranged for, restrictions on building were put into effect by the War Production Board, and there is where Elmhurst Park saved the day.

"Elmhurst Park is a beautiful and attractive addition to Mineral Wells, of which the entire citizenship is proud. The occupants of the houses have done an excellent job of beautifying the grounds, and keeping the premises clean and attractive. Had it not been for Elmhurst Park, there would have been about 200 families that simply would not have been able to find adequate housing facilities because of the fact that our Mineral Wells citizens were not permitted to build more than they did.

"We are thankful to the Government for the Elmhurst Park Project."

### The Army Says . . .

Colonel E. C. Flegal has the following to say about Elmhurst Park: "It would be a source of great satisfaction to us of Camp Wolters, Texas, if all military personnel and war workers could be housed as comfortably as you of Elmhurst Park.

"Further, the morale-lifting efforts of Elmhurst Park's citizens to establish a workable social community in the midst of conditions made crowded by wartime necessity, will draw the approval of every home-loving person, including the many who by dictates of the present crisis have been taken from their own homes.

"Elmhurst Park has created within itself a small city, with all a community's life and interests, making what



might have been experiences of extreme unpleasantness among its residents, periods of happiness and pleasure to supplement their common work for the common effort.

"Too many Americans today, by moving to new wartime assignments, by living apart from their home communities and in ways which to them are strange, have lost the habit of practicing citizenship in their own lives. To these there is charged the responsibility of regaining this vital thread of American existence. . . ."

## VALLEJO "WINTERIZES" EQUIPMENT

The Housing Authority of the City of Vallejo (California) has made extensive use of the Cushman Auto Drive Scooter in its maintenance operations. As in many projects scattered throughout the country, the Authority learned that the maintenance men were reluctant to operate the Scooters during unfavorable weather because of exposure to wind and rain.

James D. Richardson, Superintendent of Maintenance, reports that this problem was overcome by designing and building a protective cab on the Scooter. Pictorial evidence of the transformation is shown below. The cabs are made of plywood, with large windshields providing satisfactory vision.

(We wish to report that Vallejo has not submitted explanatory details about the feminine drivers. Our curiosity is piqued, however, and we hope a satisfactory explanation will be forthcoming. We are certain that the fair young ladies are not standard accessories furnished by the Cushman Company. With equal certainty, we surmise that they are not members of the maintenance crew. In any event, "cheesecake" adds a refreshing note -- so, for the time being, we shall put their presence in the pictures down to the well-known California tendency to glorify all things with a dash of feminine charm.)

BEFORE . . .



AFTER . . .



JOINT REFERENCE

JUL 8 - 1947

### DON'T FORGET . . .

to order several copies of Notes on Management Practice No. 18, described on the blue sheet enclosed.

continued from page 46, column 1

Thus far the articles have included: simple yet explicit instructions on how to construct folding screens, bookcases, and tables and on how to shop for fabrics; general notes on interior design; principles of light and lighting; and detailed comments and pictures of model apartments which are actually now in use as dwellings of project tenants.

The pamphlets are exceptional in "make-up." Intelligent use of photographs, drawings, and type styles immediately attract reader interest.

We hope to learn more of these pamphlets and pass on the information to Division members. Meanwhile, the Housing Authority of the City of Vallejo is to be complimented on the outstanding job which has been done to date. Maurice J. Wilsie is Executive Director of the Authority, and the pamphlets were prepared by Hilde Reiss Friedman, Technical Consultant.



## HINTS TO THE HOUSING MANAGER

### DISINFESTATION — POSTWAR

► The growing list of utopian characteristics of our postwar world was added to recently through the announcement of an effective new insecticide, now being used by the United States Army -- known as DDT.

If the claims for DDT prove valid, our worries about bed-bugs, moths, roaches, termites, fleas, and other pest menaces to the disposition of the housing manager will be completely eliminated.

Boomed as one of the great scientific discoveries of World War II, the amazing insecticide probably will not be available for civilian use until after the war. Delousing, then, however (if you can believe what you read in the papers) should be a pleasure -- but a short-lived one, since a few years' universal use of DDT ought to permanently discourage propagation of the species.

### HOW DO YOU ANSWER THESE MAINTENANCE QUESTIONS?

► Here are four basic questions which received extensive discussion at a maintenance conference for war housing projects sponsored by the Region V office of the Federal Public Housing Authority March 12-16 in Willow Run, Michigan.

1--Do you accept service orders at any place or at any time -- or do you accept them at regular hours through regular channels in the management office?

2--Do you schedule a full year's program, using service requests from the previous 12 months as a basis--thus being prepared for peak and pressure period of seasonal work?

3--Do you take an annual inventory of property equipment?

Do you have a system of perpetual inventory?

4--Do you maintain a set of property equipment catalogs as a means of keeping in touch with the latest types and kinds of service and repair parts available -- or do you have salesmen keep you informed of the latest types of products?

### EMPLOYEE NEWSLETTER FOR EMPLOYEE MORALE

► A new publication has come to our attention -- the Greendale Employees' Messenger. The first edition announces that it is "a bulletin published solely for the information, interest, and amusement of all Greendale employees, Federal and Village."

Greendale (Wisconsin) is one of the three greenbelt towns in the country and has some six years of solid experience behind it. The employees' publication is further evidence of the "settling down" process which established projects undergo. Largely devoted to newsy personals, the publication is proposed to have a succession of editors -- a new one being selected from the staff prior to each issue. Participation is thus guaranteed and should make it an effective instrument for insuring good staff morale and general employee understanding.

### SYNTHETIC BRISTLE PAINT BRUSH

► FPHA's Office Service Division has made the following announcement: "...the Pittsburgh Plate Glass Company has perfected a paint brush through synthetic processing which has produced satisfactory results. This paint brush is known as a Neoceta Synthetic Bristle Wall Coating Brush and we feel you may be interested in the use of this brush from an economical standpoint in view of its cost.

You may contact the manufacturer direct for any literature."

FPHA's Region I contacted the manufacturer and found that such brushes are being made in the following models: leather bound flat paint, metal bound flat paint, wall coating, oval varnish, flat varnish, stencil. Information on availability and prices can be obtained from local branches of the Pittsburgh Plate Glass Company throughout the country.

### RECOMMENDED WATER PAINT

► J. Gilbert Sheib, Executive Director of the Housing Authority of New Orleans, reports as a result of a series of interior or surface paint tests, his Authority "has adopted the use of Devoe-Raynolds 'Dehydray,' a water paint. . . We used Mural-tone by A. C. Horne Company, Kemtone by Sherwin-Williams, Speed-Easy by Dupont, and many other less popular brands. .

"'Dehydray' is considered a simple water paint and it meets the criteria of a low-cost material and a satisfactory finished job. This applies not only to the material itself but also the labor cost involved. 'Dehydray,' as per our experience, can be applied to the surface by labor without previous painting experience, including tenant maintenance and/or repainting.

"'Dehydray' has a further advantage in that when spots show up, the same can be covered by another coat (spot coating) without having to paint the whole room again.

"Our cycle of repainting is every three years and we purchase 'Dehydray' in powder form in various colors in 20,000 pound lots. Five pounds equals 1-1/8 gallons, at a cost of 87¢ per five-pound package."







